

SELECTION PROCEDURES FOR SUPERVISORS

- [Interview Guidance](#)
- [Selection Criteria Worksheet - used to narrow list of candidates to "top few"](#)
- [Sample Non-Select Memorandum](#)
- [Sample Security Waiver Memorandum](#)

Interview Guidance

Interviews

The interview can be a very important part of the selection process and it can provide an evaluation of the quality of experience and training that has occurred. During the selection process, the selecting official (you) is determining further evidence of whether or not a candidate possesses certain types of experience, training, etc.; the interview process assists supervisors in looking at the type of experience, training, etc., that a candidate possesses.

Because of the importance of interviews, it must be job related and well-documented. All substantive documentation on the interview should be kept and when appropriate, it may be submitted to the Civilian Personnel Flight for inclusion in either

References:

[AFMAN 36-203](#),
Staffing Civilian
Positions
[29 CFR 1607](#), Uniform
Guidelines on
Employee Selection
Procedures (1978)

Related Topics:

[Selection Interview](#)

[Ranking Interview](#)

[Sample Ranking
Interview Worksheet](#)

[Inappropriate Interview
Questions](#)

[Interview Subjects](#)

[Uniform Guidelines on
Employee Selection
Procedures](#)

interviews are used for one candidate it is recommended for use for all candidates. It is also recommended all candidates on a Merit Promotion Certificate be provided the opportunity to interview if additional information is needed to help in the selection process. Interviews can be conducted in a face-to-face meeting or over the phone. If candidates are located in the same commuting area, a personal interview is usually appropriate. If they are geographically separated from you, a telephone interview may be more appropriate. If repeated efforts to contact candidates is unsuccessful, you should document this fact. To the extent possible be sure the same questions are asked of candidates being interviewed.

If interviewing, it is best to prepare your questions in advance; sometimes interview questions are prepared at the time the [job analysis](#) and [Promotion Evaluation Pattern](#) is developed by the [Job Analysis Committee](#). Some installations require the Civilian Personnel Flight to review questions to ensure job-relatedness, and that you are soliciting additional relevant candidate qualification information that has not already been assessed during the records review process, and that no [inappropriate questions](#) are asked.

There are two types of interviews for evaluation purposes - the [Selection Interview](#) and the [Ranking Interview](#). Do not confuse these with routine exchanges of information which are limited to discussions of the job duties, TDY requirements, and other factual matters. This type of exchange is for informational purposes only and do not necessarily address the candidate's qualifications.

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weight in determining the best qualified candidate(s). Rather, they should be combined with the results of *other instruments* to determine a candidate's final position relative to other competitors. Interview results are only a *part* of the overall evaluation process and are best used in *combination* with other evaluation criteria.

Selection Criteria Worksheet

[illegible]

Sample of Non-Select Memorandum

MEMORANDUM FOR *(applicant's name)*

FROM: *(organizational mailing address)*

SUBJECT: *(Position Title)*, *(PP-SERS-GR)*

1. Your name was referred to me for consideration in filling my *(position title)* position here at Ramstein AB, Germany. After careful and lengthy consideration, I have selected *(selectee's name)*.
2. Although you were not selected, the fact that you were among those referred reflects highly on your experience and contributions. I appreciate having the opportunity to consider you for this position and wish you the best in your career.

SELECTING OFFICIAL'S SIGNATURE BLOCK

Sample of Security Waiver Letter

MEMORANDUM FOR 435 MSS/DPCS
Unit 3220, Box 365
APO AE 09094-0365

FROM:

SUBJECT: Waiver for Noncritical Sensitive Position

1. The position of _____
Position Title, Pay Plan, Series, & Grade
located in _____ is designed as a noncritical sensitive position
Position Location
under the provisions of AFI 31-501. The following individual has been selected for the position:
_____(Name), _____(SSN). The candidate does not
have the appropriate investigation completed nor the security clearance level required for
holding this position.
2. In accordance with AFI 31-501, para 3.1, an emergency waiver is granted to allow this
individual on duty prior to completion of the National Agency Check with Inquires (NACI).
3. A delay in appointment would be harmful to national security and adversely impact the
organization and/or installation's mission.
4. In accordance with AFI 31-501, the position has been temporarily modified to prevent access
to restricted areas and/or classified materials.
5. The projected entrance on duty date for this individual is _____(Date). For
further information please contact the organization Security Manager
_____(Name, Off Symbol & Duty Phone).

Commander Signature

cc:
Unit Security Manager